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Safety and risk management in colleges and universities

Ritala, Antti

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Safety and risk management in colleges and universities

Ritala Antti
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Antti Ritala

Safety and risk management in colleges and universities

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The thesis goal was to find out about what different security, safety and risk management measures are taken in different universities and colleges around the world. The work was done in questionnaire survey form what was sent to 300 different universities and colleges and was answered by 49. The questionnaire contained 30 different questions regarding, their security management and risk management measures and other methods used to make their schools a safer place. This kind of survey should be renewed after 5 years to see what kind of progress has happened.

This work is continuity for a previous survey what was done to Finnish universities. All the answers in the survey are anonymous. The surveys conclusions and different phases and the introduction can be found after the thesis introduction and theoretical framework.

Risk management, Safety management, Likert-Scale

Antti Ritala

Turvallisuus ja riskienhallinta yliopistoissa ja korkeakouluissa

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Tämän opinnäytetyön tavoite oli selvittää mitä eri riskienhallinta ja turvallisuusjohtamis- menetelmiä käytetään yliopistoissa eri puolilla maailmaa. Työ toteutettiin kysely muotoisella lomakkeella, mikä sisältää 30 kysymystä käsittäen eri turvallisuusnäkökulmia käsitteleviä asioita, joilla yliopistot yrittävät tehdä toiminnoistaan turvallisempia. Kysely lähetettiin 300 eri yliopistolle joista kyselyyn vastasi 49. Kaikki kyselyn tulokset käsiteltiin nimettömästi. Tämän tyyppinen tulisi uusia noin 5.vuoden välein, jotta pystytään selvittämään minkä tyyppistä kehitystä on tapahtunut.

Tämä työ on jatkoa aikaisemmin tehdylle kyselylle, mikä oli toteutettu Suomalaisille yliopistoille. Työ eri vaiheet lopputulokset ja päätelmät, sekä työn johdanto löytyy työn loppuosasta työn teoreettisten viitteiden jälkeen.

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1 Introduction

There has been a growing concern about school safety and what countermeasures and precautions are being taken against it. Concern for school safety is more often brought up by school violence incidents, and the discussion for measures for school safety is growing larger. The Finnish ministry of education and culture saw the need for this subject to be examined and further looked into. This research was done by Laurea University of Applied Sciences

This research's task is to find out what kind of measures and precautions are taken around the world in different universities and colleges regarding school safety. The research was done by sending the survey to different universities and colleges around the globe to find out what kinds of different methods and precautions schools are taking to prepare themselves for any uninspected events. Hopefully this research can give some directions and guide to a different school environments that how they can prepare for unexpected events. The surveys questions consist different questions about what different standards and measures the school's faculty should take. The survey also consists questions about how many times school has meetings and different events for security precautions.

There is first small theoretical part what consists the surveys subject and its purpose, at the end of the survey are my personal goals I had set for myself and some reflection about the things what I encountered during my work. The theory for the survey can be found in its own part what consists, how the survey was done and formed and at the end of the survey can be found the conclusions regarding it.

2 Theoretic framework

There has been a very limited amount of study consisting research what are similar to this one. Laurea's University of Applied Sciences lectures Koskenranta et al. (2012) first made this kind of research in 2012. The research was done by three Laurea's teachers. The research was done in Finnish, and the research consisted 28 different universities and their survey answers. This research is a second step for the previous one, using data from the last research and also new data what I have collected from new universities.

This work is based on the previous study of Laurea's lectures what I referred to in the last chapter. In the "introduction to survey" you can find the basis and needs what this research is based on. Mostly I have used references from several US articles what deal with school violence. I have also used some research's from Finland what take into consideration the teacher's point of view to school violence.

3 Key words

Risk management

Risk management is always implemented in the organisations strategy what is then implemented in almost every process in the organisation. Risk managements goal is to recognise and control organisations events and keep organisations risks controlled, so they do not affect organisations performance. Risk management is something what has to be implemented in every process in the organisation for it to be effective. (PK-RH riskienhallinta 2014)

Safety management

Good safety management is based on many different things. Everything begins with organisations leaders agreeing to the following safety measures and implementing them to everyday work. After it is important that also the employees agree to follow safety measures in their work. One of the main tools in safety management is risk management and using it to implement new safety measures for the organisation and communication between workers and supervisors to ensure that safety measures are being implemented. (Turvallisuusjohtaminen 2002)

Likert Scale

This survey uses Likert-index what is commonly used in attitude- and motivation surveys. This scale unifies qualitative and quantitative elements. This survey includes questions what the answerer rates to define their organizations status and also open questions. (Metsämuuronen 2006.)

4 Research phases

This research was done in two parts. The first survey was sent to different universities and colleges in 2011, at that time we received 28 answers from 150 different universities. The second round of questions was sent in 2013 spring, at that time it went to 350 different universities and colleges, I got 49 answers back regarding our survey. The survey was sent to each school personnel who were responsible for the school safety planning in some way. The questions used for this survey are based on OHSAS (Occupational health and safety management systems standard) 18001 standard and build using that standard.

This survey consisted 30 questions regarding different safety aspects and different methods what universities and colleges use in their daily functions. In the survey there were questions regarding what different standards the school uses (ISO, OHSAS, COSNO), what kinds of different safety policies they have in use and also other questions regarding their safety matters.

The answering percent for this survey was low, only 14% from 350 universities answered this survey, but I can see that this survey can be seen as a successful one because even though there were only 49 answering universities and colleges. The range of different countries is very wide, I got answers from North America, Europe, Australia and Africa, so the variety of different working environments is huge.

5 Safety and Risk management survey for Universities and Colleges

5.1 Introduction to survey

In the last decade, Finland has been going under a lot of changes in education institutions due to internationalisation and increase of multiculturalism. The education field has started to shift their focus more towards the future so that they can be prepared for the changes and different challenges what wait ahead. There has been a lot of discussion regarding school safety in Finland, about what is its condition and how it can be improved? When the first school shooting happened in Jokela 2007, it was considered an isolated incident and the focus of discussion turned to the gun legislation. After the second school shooting in Kauhajoki 2008 it could not be considered anymore an isolated incident, the conversation turned quickly over to search for possible flaws in society what could be causing these kinds of incidents. (Koskela 2009.) After the second school shooting the gun legislation was brought to discussion, but mainly the focus started shifting towards considering issues like student welfare and the resources being used for it. The Finnish Academy of Science and Letters, the largest scientific and academic society in Finland, emphasizes the necessary increase in student welfare resources. (Punamäki, Tirri, Nokelainen & Marttunen 2011.) After the shootings there were massive increases in reports regarding threats on educational institutions, after case Jokela, Finnish police received 86 reports in ten months and after case Jokela the reports rise to 272 in a year regarding threats to schools. (Finland's Ministry of the Interior 2010.)

After the shootings, Finnish Ministry of Education and Culture created a monitoring organization for educational institutions' security situations. This group consists of members from the Ministry of Education and Culture, The Finnish National Board of Education, Ministry of the Interior's Rescue Services, Police Board of Directors, Ministry of Social Affairs and Health and Regional State Administrative Agencies. This security work group published its first report in 2010. The report was limited to focus only on basic education and secondary education levels. In this report, the group clarified the existing plans and arrangements for security and the legal requirements behind them. Further, the group reviewed the educational institutions' already started operations for safety improvements. (Finland's Ministry of the Interior 2010.) They also emphasised that The Ministry of Education and Culture and The Finnish National Board of Education need to utilize the security manual for educational institutions. The Ministry of Education and Culture arranged a meeting with participants from different universities and concluded that there is a need to develop guidelines and approaches for the serious cases of security threats in universities. The security manual for universities was completed in 2010. (Kreus et al. 2010.)

5.2 Background

In Finland, there is a need to continue developing different measures for preventing these kinds of accidents. Many different educational institutions have started their own projects to improve their safety management, and the Finnish National Board of Education has instructed that educational institutions that they should cooperate with local authorities for training, safety development and crisis preparation. Although there has been discussions and creation of different action plans, still most of the educational institutions have not taken any concrete steps towards executing these plans. Main reasons for this is the lack of managerial resources and knowledge of safety and security matters. The challenges educational institutions are facing relate to cooperation between different internal and external actors, flow of information and the development of safety and security education. More attention should be paid to the reduction of redundant and overlapping activities as the sound coordination of cooperation can lead to significant improvements. (Reiman & Oedewald 2008.)

Safety management is something what begins with everyone's actions and choices and is very carefully thought and followed through. One of the centre points about safety management is dedication to improving safety and security from organisations leaders to workers. Safety management is a natural part of organisations leadership. It is part of organisations economics, goals and actions, also a crucial factor to organisations risk assessments. (Mäkinen 2005.) Safety management is part of every step in organisations life cycle. Systematic safety management has usually a safety management system as its support. (Hale 1997.) There are different kinds of tools what can be used to support safety management. Those tools can be risk management tools and standards, what can be used to identify potential risks and other matters what may need improvement. (Koskela & Nenonen 2007)

There are a lot of different standards and risk management tools what can be used to improve safety in universities. The most common ones that are usually used are the ISO 31000 standard what consist Risk management aspects what can be used to provide guidelines and principles regarding risk management. Other common one is the OHSAS 18001 (Occupational health and safety management systems standard), what can be used to control organisations health and safety systems. Many schools and universities are already implementing different kinds of standards to help their safety management. The use of different standards will be examined later in this article.

School violence is very widely researched. Many researchers have tried to find out the different reasons why school violence occurs and what are the causes of it. There has always been speculation that do violent videogames have a role to play in school violence, Ferguson (2008) in he's research examines well the possible causes how video games could take some part in

school violence. Eisenbraun (2007) examines the different environmental factors what could cause violent behaviour. Teachers are quite often the first persons to experience the fear of violence in schools. They are often the persons who need to be the "law" in class. In Finland, (2007) 45% of middle school teachers had experienced some form of school violence or felt threatened in other ways. (Kivivuori ja Salmi 2008.)

According to Lewis (2003) the Columbine school shooting in 1999 changed the atmosphere in the education institutions of the United States. After this many US educational institutions began investing in different technological solutions like surveillance systems and today many educational institutions have their own law enforcement units who patrol campuses. This kind of action has given grounds to the zero tolerance thinking, which originates exactly from the United States. (Greene 1999.) Roberts, Wilcox, May and Clayton (2007) found in their research that the teachers' understanding of the safety and security issues were heavily influenced by their ability to social control. According to findings, the teachers' perceptions of safety varied greatly depending on their experiences. Instead of only offenses, vandalism and other issues causing disorder the teachers' perceptions of the safety of their own educational institution were significantly influenced by safety culture.

This survey was requested from Laurea University of Applied sciences by the Finnish Ministry of Education and Culture. Reason for this survey is to find out the status of education institutes safety, and how the institute's organisation handles risk and safety management. In the third chapter, there is theory explaining the process how this survey was conducted and what tools were used in it. In the fourth chapter, there are the results and findings of the survey. In the fifth chapter, there is a summary of the survey where the results are combined and reviewed. In the last chapter, there are conclusions of this survey.

5.3 Methods

This survey focuses on, how different universities security management and risk management is implemented and monitored. The questions used for this survey are based on OHSAS (Occupational health and safety management systems standard) 18001 standard and build using that standard. This questionnaire had been tested on different educational institutions before and considered being beneficial. This survey uses Likert-index what is commonly used in attitude- and motivation surveys. This scale unifies qualitative and quantitative elements. (Metsämuuronen 2006.) This survey includes questions what the answerer rates to define their organizations status and also open questions.

Countries selected for this survey consisted universities mostly from Europe and North-America. Universities selected for this survey were over 300, almost 100 of these were se-

lected from Times Higher education university rankings list. Rest of the universities were selected from all around Europe and North-America. The survey was sent to those organisations that are responsible in handling safety- and risk management in their universities. The response time for this survey was 31.1-17.2.2013. From almost 350 universities' we received answers from 49 universities' what made the answering percentage 14%. Even though the percentage for answers was low, we got answers from many different countries so we can conclude that we have a good overview from this survey. The respondent's backgrounds show that they are experienced in matters regarding safety and security.

When using questionnaire kinds of researches, we can never be sure how accurately the respondents have familiarized themselves with this subject and how they have understood the questions and arguments presented to them. Benefit in this kind of research method is that, you can use this method very widely and acquire material relatively easy. (Hirsijärvi & Remes & Sajavaara 2001.) Weakness in this kind of research is that only the motivated people answer this kinds of surveys. You also have to consider that the people chosen for this survey is done purposely, what has to be considered when reviewing the results.

The questions are divided into five different categories accordingly to the Likert-scale. The categories are 1 = strongly disagree, 2 = disagree, 3 = no opinion, 4 = agrees and 5 = strongly agree. The answering percentage distribution can be seen in the chart. The open questions will be reviewed individually, and we will use quotes directly from them.

5.4 Survey

People who answered the survey, 71% of them were male, and 29% of them were female. The average age of the respondents was 48 years. As you can see in chart 1, almost half of the respondents had a higher level education or master's degree.

Training	%
Vocational training	4
Lower level education / Bachelor's degree	22
Higher level education / Master's degree	47
Postgraduate / Doctoral	27

Chart 1: Respondents background.

Many of the respondents had a lot of security related experience from police training to risk management. Many of the respondents had some degree of education in different aspects of security management. Some also had a background as police, fireman, military, nuclear engineering. Some also had certified training in risk management.

Almost all of the respondents had some responsibilities considering safety management or were part of the university's safety organisation. Almost all of their job descriptions were either risk manager or safety director. There were also some safety coordinators and safety advisors. The average time the respondents had been in their work was 5,5 years. The average for working in safety and security was over 15,5 years.

The respondent's organisations were located worldwide. Most of the answers to our survey came from Europe, North-America and Australia (See chart 2).

Country	%
Australia	4
Canada	4
Denmark	11
United Kingdom	11
Netherlands	8
Norway	2
South-Africa	2
United States	26
Iceland	2
Sweden	8
Italy	6
Poland	2
Germany	2
Switzerland	2
Austria	2
Belgium	2

Chart 2: Respondent countries.

The number of faculty varied from 100 - 8000 in university's organisation. The average number of faculty was 2548 persons. The number of students varied from 600 - 65 000. The average number of students was 24689. The number of campuses varied from 1-10 campuses and the average number of campuses was 2,8.

Almost every one (85%) of the respondents thought that safety matters had been considered in the schools strategic management. Many also saw (73%) that university's management had implemented some safety policy. 65 percent agreed that the university's risk management policy defines safety and security objectives, 14% of the respondents disagreed and 19% did not have an opinion on the matter. Many of the respondents (60%) were satisfied with internal communication regarding safety and security policy and 25% disagreed and hoped more information regarding this subject. 60% of the respondents agreed that university's safety and security policy requires employees to participate in safety and security development and 31% disagreed. The accurate values can be found in chart 3.

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
In the strategic management the safety and security issues have been taken into account.	5%	2%	7%	61%	24%
The management of the organization has defined the strategic safety and security level.	5%	10%	12%	51%	22%
Risk management policy defines the central safety and security objectives.	5%	10%	20%	45%	20%
The content of the safety and security policy has been communicated to all employees.	2%	22%	15%	46%	15%
The safety and security policy of the organization includes a requirement for all employees to participate in the continuous development of the safety and security situation.	2%	27%	7%	51%	10%

Chart 3: Safety and Security policy

In the organisation's risk management policy different aspects were examined widely, like risk management policy (80%), emergency management policy (62,5%), occupational health and safety management system policy (62,5%). The risk management policy also contained continuity- and emergency management policy. Also in others there mentions of counter terrorism policy and risk planning for campus shootings. The accurate values are presented in chart 4.

Risk management policy comprehensively covers the organization's safety and security operations, including some of the following themes:

	%
Risk management policy	80
Security policy	62,5
Occupational health and safety management system policy	62,5
Information security policy	50
Continuity management policy	47,5
Emergency management policy	80
Others	10

Chart 4: Risk Management policy

Over 80% of the respondents felt that university's has set some goals for their safety and security. 67% felt that safety goals were integrated as part of the university's everyday functions. 67% somehow agreed that safety and security operations are measured on a regular basis, almost 19% disagreed with this argument. Information obtained from the measurements is utilized in the development of activities- argument was agreed by 62% of the respondents. 64% agreed that their organization has defined an action plan for safety and security management. Little over half of the respondents saw that their organizations action plan is checked regularly. The accurate values can be found in chart 5.

	Strongly agrees	Agrees	No opin- ion	Disa- grees	Strongly Disa- grees
The organization has set safety and security objectives.	5%	11%	3%	65%	16%
Safety and security objectives have been integrated as a fixed part of organization's operations.	5%	16%	11%	57%	11%
Safety and security operations are measured on a regular basis.	5%	13%	13%	62%	5%
Information obtained from the measurements is utilized in the development of activities.	5%	19%	13%	54%	8%
The organization has defined an action plan for safety and security management.	5%	16%	13%	48%	16%
The action plan is checked regularly.	5%	16%	21%	43%	13%

Chart 5: Organisation safety

Many different international standards regarding safety and security management are implemented in different universities. Most common is ISO 9001 what was used almost in 31% of universities. Also, OHSAS 18001 had 15,4% of use and ISO 14001 15,4%. Different standards can be seen in chart 6.

In the organization, the safety and security management has been carried out according to a certain system or standard.

	%
ISO 9001	30,8
ISO 14001	15,4
ISO 17799	7,7
ISO 22301	7,7
ISO 22320	3,8
ISO 27001	11,5
ISO 31000	11,5
COSO ERM	11,5
AS/NZS 4360	0
OHSAS 18001	15,4
Other	34,6

Chart 6: Used Standards

Also, 34,6% of the respondents had chosen “other” that they use also some other standards or guides. There were different government issued guidelines and other standards. In the following open question universities were how their countries legislation directs safety, security and risk management. Many pointed that Ministry of education gives guidelines what needs to be followed, also some pointed that their countries legislation requires risk and safety management.

“US Federal mandates to report annually on crimes and fires, compels US colleges to reduce risks that cause their incidents to increase, and mandates for disaster response and continuity planning generate interest in robust emergency response and notification systems.”

“Switzerland has a guideline that forces institutions to evaluate the risk at workplaces and to take measures if there are certain dangers or risks.”

“Health, Safety and Security are an integral part of University roles and responsibilities, and all staff and students are empowered.”

The responsibilities of the safety and security work have been defined very well in universities, 89% agreed that they have been informed about their responsibilities. Resources appointed to safety matters divided opinions equally on both sides, 40% agreed that they have enough resources and 25% disagreed to this argument. Almost 85% agreed that their organisation has appointed someone responsible for safety and security management, in 75% of those people reported directly to someone in the organisation's management. 8% disagreed to this argument. 81% saw that their organisations management committed to the safety and security objectives and their achievement. In 86% of answerers the organisation management had assigned a safety and security department. The accurate values for these questions can be found in chart 7

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
The responsibilities of the safety and security work have been defined.	5%	5%	0%	73%	16%
Sufficient resources have been allocated to the safety and security work.	11%	19%	30%	24%	16%
The management of the organization has assigned a person who is responsible for the safety and security management.	3%	5%	8%	56%	27%
The person responsible for the safety and security work reports directly to the senior management of the organization in safety and security related matters.	5%	8%	11%	51%	24%
The management of the organization is committed to the safety and security objectives and their achievement.	5%	5%	8%	62%	19%
The management has assigned a safety and security department.	3%	3%	8%	48%	38%

Chart 7: Safety and Security organisations

Most of the respondents (78%) saw that their risk management supports their organisations operations. Almost 65% considered that their organisations risk management is systematic and that risk management is implemented in cooperation with staff and examined regularly. Almost 20% did not have any opinion regarding previous matters. Almost in every university (81%) the results for risk assessment were documented. The findings from the risk assessments are taken into consideration when setting objectives for the safety and security operations in 64% of universities. 56% of respondents had procedures to oversee the effectiveness and execution of activities, which are based on the risk assessment findings. The accurate values for these questions can be found in chart 8.

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
The risk management of the organization is systematic.	2%	11%	21%	59%	5%
The risk management supports the operations of the organization.	2%	5%	13%	70%	8%
The risk management takes stakeholders into account.	2%	8%	21%	62%	5%
The risk assessment is conducted with the personnel on a regular basis.	5%	11%	19%	54%	11%
The results of risk assessments are documented.	2%	5%	11%	70%	11%
The findings from the risk assessments are taken into consideration when setting objectives for the safety and security operations.	2%	11%	21%	56%	8%
The organization has procedures to oversee the effectiveness and execution of activities, which are based on the risk assessment findings.	2%	11%	30%	51%	5%

Chart 8: Risk management

Over half of the university's management (59%) had reviews regarding their schools functionality in safety and security measures at least once per year and the results after the review were documented. In 71% of universities had internal audits conducted on their organisation, but external audits had only been conducted in 40%. Almost in half the cases, security and safety audit is part of some other audit. The safety and security audit procedures had been described in 46% of cases. All incidents and flaws found in the audit were acted immediately in over half of the universities and also the results of the audit had also been communicated to personnel over half the cases (56%). The opinions in these questions were almost equally divided on both sides. 35% of respondents did not answer these questions. The accurate values can be found in chart 9.

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
The management of the organization reviews the functionality of the safety and security system at least once a year.	9%	9%	19%	38%	13%
The safety and security review procedures have been described.	9%	5%	27%	38%	9%
The reviews made by the management of the organization are documented.	9%	5%	24%	38%	11%
Internal safety and security audits have been conducted in the organization.	5%	3%	16%	48%	13%
External safety and security audits have been conducted in the organization.	9%	16%	27%	24%	11%
Safety and security audits are part of other auditing.	9%	16%	24%	32%	5%
The safety and security audit procedures have been described.	5%	13%	27%	38%	3%
The incidents found in the safety and security audits are actioned on immediately.	3%	16%	19%	32%	16%
The results of safety and security audits are communicated to the personnel.	3%	9%	27%	40%	9%

Chart 9: Safety leading in organisation

Next was an open question regarding which safety and security audit criteria have been used in the organisation. Some of the university's had international standards what they follow when conducting audits like: ISO 19000 and OHSAS 18001. Some had also national standards what they follow had audits what are based on their own regulations.

Over 50% saw that their safety and security documents are put together, and they are easy accessible for university's employees. The safety and security records and documents can be used to demonstrate that the level of safety and security introduction is high enough was agreed by 56% of the respondents, and they agree that university's employees is aware of safety and security measures. 90% of universities keep track of accidents what have occurred and keep track of them and 63% monitors near miss situations. The accurate values can be found in chart 10.

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
In the organization, all the safety and security records and documents have been put together.	10%	23%	13%	40%	13%
The safety and security records and documentation takes into consideration the regulation and requirements set for the organization by the stakeholders.	3%	6%	23%	60%	6%
The safety and security records and documents are easily available to all personnel.	3%	36%	16%	36%	6%
The safety and security records and documents can be used to demonstrate that the level of safety and security introduction is high enough.	10%	10%	23%	53%	3%
The personnel of the organization are aware of the importance of compliance with the safety and security requirements and right ways of action.	10%	20%	13%	50%	6%
Information about where accidents have occurred are collected.	6%	0%	3%	56%	33%
The organization monitors near miss situations.	6%	10%	20%	43%	20%

Chart 10: Continuity management

Many universities organisations had different proactive measures the most used ones were Safety training (93%), Reporting dangerous situations (79%), Risk assessments result (62%) and Auditing results (62%). Also in others there were mentioning of awareness training for staff and doing surveys. The percentage use of different meters can be found in chart 11.

The organization is using proactive measures.

	%
Deviation monitoring	13
Risk assessments result	62
Auditing results	62
Cleanliness and order index	7
Safety training	93
Exposures monitoring	31
Staff rewards	24
Reporting of dangerous situations	79
Other	14

Chart 11: Protective measures

When examining organisations preparations for incidents 83% of the answerers saw that their organisation is prepared. Only 36% had continuity implemented across organisations processes. Over half of the organisations (66%) had ensured that protective and corrective safety and security measures are efficient and properly targeted. Almost everyone agreed that their organisations training need have been identified, and most people had sufficient safety training, 30% disagreed that they do not have enough safety training. Most of the respondents (56%) felt that their organisation has a system that ensures that all employees have the necessary safety training required for their job, 16% disagreed to this argument. Over half of the respondents (63%) thought that their organisations staffs possesses enough skills in students' safety orientation and training, also over half saw that orientation material for students is documented. The accurate values can be found in chart 12.

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
The organization has prepared for incidents.	6%	0%	10%	19	20%
The management of continuity has been implemented across the organization covering all processes.	3%	20%	40%	33%	3%
The organization has procedures to ensure that the performed protective and corrective safety and security measures are efficient and properly targeted.	3%	10%	20%	60%	6%
The organization's safety related training needs have been identified.	3%	3%	16%	63%	13%
The safety training has been sufficient in the organization.	3%	26%	13%	50%	6%
The organization has procedures to ensure which level of safety training the employees require in order to do their jobs.	3%	13%	20%	56%	6%
The staff possesses sufficient skills for students' safety orientation and training.	3%	13%	20%	53%	10%
The students' safety related orientation is documented.	3%	26%	16%	46%	6%

Chart 12: Safety training

Almost 90% of respondents see that their organisation cooperates with authorities and other stakeholders, 75% had practiced safety and security measures with authorities. 70% had agreements with sub-contractors and the safety and security measures for them are set and are being monitored regularly. 50% of organisations are keeping a record of damages what have happened to subcontractors. Most of the organisations (83%) had taken into consideration the internal communication and information responsibility in the case of crises. 72%

thought that their organisations staff is aware of communication and information responsibility practices. The accurate values can be found in chart 13.

	Strongly disagree	Disagrees	No opinion	Agrees	Strongly agrees
The organization coordinates cooperation with the authorities and other stakeholders.	3%	0%	7%	45%	45%
Cooperation with the safety and security stakeholders has been practiced, for example, for a case of crisis situation.	3%	14%	7%	41%	34%
The agreements made with the subcontractors of purchased services are up to date.	3%	7%	17%	51%	21%
The subcontractors have been set safety and security requirements.	3%	3%	27%	55%	10%
The safety and security requirements set for the subcontractors are being monitored.	7%	7%	24%	51%	10%
Damages that have occurred to subcontractors are recorded.	7%	14%	27%	41%	10%
The organization has taken into consideration the internal communication and information responsibility in the case of crises.	10%	0%	7%	55%	27%
The staff are aware of the communication and information responsibility practices.	10%	0%	17%	62%	10%

Chart 13: Cooperation with other units

There were also three open questions for this survey. First question was " Have you cooperated with another higher educational institution in the safety and security matters?". Most of

the answers consisted some cooperation with other universities and law enforcers. Some had also participated in network groups and forums.

“Yes, all Ontario and Canadian universities for security, safety and risk management. Also, US universities through IACLEA (International Association of Campus Law Enforcement Administrators), URMIA (University risk management and insurance association) and DRU (Disaster resilient universities).”

“No, but it will have high priority in the future.”

The second open question was an inquiry about organisations current safety and security level. Most of the respondents thought that their security is in acceptable condition, but many also agreed that there is much room for improvement.

“High. Due to our rural location, incidents are relatively low. We are well prepared for some types of hazards and challenges and less prepared for others. The level is ok, but it can be better.”

“There is a good awareness, but there is a need for securing procedures.”

“The level is ok, but it can be better. The strategy of the university shows, that security and safety have a high priority now and in the future.”

The third question was about development needs of safety and security operations and risk management in your organisation. Most saw necessary to have further training in safety and security measures and promote safety awareness. Some also saw the need for better communication inside organisation and development in continuity plans.

“Depth of services and resources to perform operations. Comprehensive training for non-traditional responders.”

“Culture change, particularly with senior staff and academics.”

“Implementation of the risk management process to the organisation.”

“To make an overall plan for security and safety that contains all campuses and faculties.”

“Continuous training implemented via a calendar and practical scenarios.”

5.5 Summary

This survey was conducted with personnel who are responsible for universities safety and security. Our survey was answered by 49 persons from different universities. Even though the number of answers for this survey can be considered low, we can conclude that this survey can provide a reasonable overview of universities safety management and risk management. Respondents are experienced and have enough expertise regarding safety and security management. The number of answers in rated questions can be considered adequate, and almost all questions were answered.

In summary based on this survey results, we can point out six different key points regarding safety management (OHSAS 18001) structure. **First** the organisations policy regarding safety management has to point out comprehensive goals and commitment in improving them. Universities have safety policy's that considers different aspects extensively.

Secondly organisation has planned methods in risk management. Planning must consist documents regarding goals, mandates, methods and timetable for achieving goals. Safety operations have to be part of universities strategic leading. Organisation has to set objectives for their safety operations and have an action plan prepared for safety management. Safety objectives are integrated as part of the organisations operations. Risk management is systematic, and risk assessment is performed regularly in cooperation with staff.

Third, organisations have to assign person who is responsible in executing safety management and seeing that it is functioning. The organisation has defined safety managements responsibilities and have appointed a person to handle safety management. Safety manager reports directly to organisations management. Organisation management is committed safety objectives and has assigned safety and security organisation. Organisations staff has to have enough qualifications in performing safety operations, and cooperation with stakeholders has to be ensured. Organisation organises regularly safety training, so that staff can perform in different scenarios and educate students regarding safety matters. Universities have taken safety communication into account and policies regarding it. Cooperation with authorities and other stakeholders is coordinated. Crisis situations have been practiced in cooperation with authorities and other stakeholders.

Four, organisation has to perform audits and make necessary corrective measures and ensure their effectiveness. Safety management has to be regularly audited. Documents regarding safety have to be clear, up to date and are easy to use. University's safety is measured regularly using different indicators. University has internal and external audits performed. Almost in half the answers safety and security audit were parts of some other audit. Communication

to staff regarding deficiencies found in audits was something that needs improvement. Also, the safety documentation availability needs to be developed and also gathering of safety documentation.

Five, organisation management should regularly perform audits on safety management systems to be sure that they are efficient, adequate and suitable for them. University's management conducts audit at least once per year. Audit descriptions and audit documentation are still something what needs development.

Six, Safety management systems development and risk management are part of process based development work, what is being based on facts and people responsible for this development process are experienced security sector stakeholders. Also, different government ministries guide universities in safety operations and risk management. University's also do cooperation in different forums and networks regarding safety matters.

5.6 Conclusions

Reason for this survey was to find out the condition of different universities around the globe and to see what kind of different methods are being used. We can say that this survey accomplished that goal even though the amount of participants in this survey could have been higher. The survey was conducted to different universities around the globe, and it was answered by 49 participants from over 300. When reviewing the respondent's backgrounds many of them had previous experience in safety and security management and also some who were new to the field. From that, we can say that the result of this survey has been answered from many different viewpoints and different ideas in how to handle safety and security matters.

Safety and risk management is something that guides educational unit's actions and operations. When reviewing the results of this survey, you could say the overall situation regarding safety and risk management is taken well into account even though there is some things what need improvement. Many of the universities had different regulations, guidelines, contingency planning and standards what needs to be followed and what define how their safety management should be operated. Many also participate in cooperation with local authorities and stakeholders to improve their safety measures. These kinds of actions are a good preventive way to gain insight on different measures how to prevent accidents or other incidents in schools.

What seems to need improvement is communication between organisation and its employees, many people saw that responsibilities and possible threats are not communicated to employees efficiently enough and also documents regarding safety matters were difficult to access.

Also increase in training practical situations, as also in educating in safety matters was wanted. These things are something what has to be researched so that you can focus on giving education and training in matters what are unclear.

Based on this survey we can conclude that university safety is being well handled even though there are some things what need improvement and further research, like safety and awareness training. School safety is a very wide field what still needs a lot of study and conversation for it to evolve further. Of course, there is no golden line how to make education institutes perfectly safe, but by doing these kinds of researches we can see what areas still need improvement and by cooperating with other parties around the world we can find new ways to further improve universities safety operations.

There are something's what has to be considered when examining the credibility of this research. The first thing is that from over 300 respondents whom we sent this questionnaire answered, what makes the answering percent ~15. The fact that we got small percentage is simply; mainly people who are interested truly in safety management find the time to answer these kinds of researches. From 300 mails, we sent, only 49 responded but considering that the answers came very widely from different parts of the world we can consider that this research holds value. In the future if something similar is being researched we hope that more people are able to answer to these questions so that we can have a better picture of university safety management. The feedback what we received from our participants have been taken into consideration for future researches.

This survey was requested from Laurea University of Applied sciences by the Finnish Ministry of Education and Culture. The results of this survey have been sent to the Finnish Ministry of Education and Culture and with them also policy recommendations what can be applied to Finnish universities safety and risk planning in the future.

Here are some recommendations what are made for the Finnish Ministry of Education and Culture:

"Cooperation with local authorities has to be improved and increased."

"Education and training for staff and students has to be improved and implemented in schools plans."

"Responsibilities regarding safety matters have to be clearly pointed out."

6 Thesis Conclusions

I believe this survey to be beneficial when looking the big picture, that how different universities and colleges handle safety matters. Even though the answering percentage for this survey was low, I can say that the data what was gathered from the answers is wide enough to determine this research has reached its goals.

The answers what I got regarding this survey were really wide, and I think many people are interested and concerned about safety matters these days. I believe these kinds of surveys should be repeated more often (1 per year maybe) to show the current situation and what new measures have been taken to effect. I hope this survey will give some insight to people about the different means what can be used to take precautions against risks and safety matters.

I was also pleased to see from the results that many schools had already taken many different precautions in their schools, such as started using different standards and nation recommendations in their schools and had already done risk and safety evaluations and scheduled them to be annual. Hopefully in the future when these kinds of researches are made, I would hope there are more schools participating in these surveys so we can have more realistic and wider understanding regarding safety and risk management.

7 Own reflection

When I first heard of this survey from my senior teacher and the topic what it was going to address I was very eager to start my work on it. At first I started gathering different universities and colleges whom I could send this survey to, it took really long time to find all the schools I needed for this project because many schools do not have their safety personnel listed in the internet who you could contact regarding these kinds of things.

After few weeks, I had completed my list, and my senior teacher mailed the survey to all the contacts what had been gathered by me and my teacher in the previous survey. After some time I heard that there were not so many replies to the survey. After examining the replies what I had gotten I was pleased with the material and began reading it and opening it up.

After some time I had little falling out of my time schedule, because of my other studies and my work projects. I had planned that my work would be done by the end of August, but I had to push my timeframe forward because I did not simply have enough time to complete it by then. After October, I began working on my thesis again and now it is nearly finished, and I'm pleased with my work.

My own goal for this survey was to find out what different methods universities and colleges use around the world to precaution themselves for different safety risks. I think I found the answer to the questions what I wanted, and I hope this survey can bring some help to others who are planning what types of precautions they will take to make their school a safer place.

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Appendices

Appendix 1 -Survey Questions

Background of the respondent

Gender

☐

Age

Education

Education related to the safety and security field

Current job description

Length of service at current job (in years)

Work experience in safety and security field (in years)

Email address (to receive the results of the survey)

I'm willing to participate in similar research projects in the future

☐☐

Education Risk Management Survey

Background of the organization

Country

Number of faculty

Number of students

Number of campuses

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
In the strategic management the safety and security issues have been taken into account.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The management of the organization has defined the strategic safety and security level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management policy defines the central safety and security objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The content of the safety and security policy has been communicated to all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security policy of the organization includes a requirement for all employees to participate in the continuous development of the safety and security situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Risk management policy comprehensively covers the organization’s safety and security operations, including some of the following themes:

☐ Risk management policy

☐ Security policy

☐ Occupational health and safety management system policy

☐ Information security policy

☐ Continuity management policy

☐ Emergency management policy

☐ Other (please specify)

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
The organization has set safety and security objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security objectives have been integrated as a fixed part of organization's operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security operations are measured on a regular basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information obtained from the measurements is utilized in the development of activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has defined an action plan for safety and security management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The action plan is checked regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the organization, the safety and security management has been carried out according to a certain system or standard. Please select from the following (you may choose more than one)

- ☐ ISO 9001
- ☐ ISO 14001
- ☐ ISO 17799
- ☐ ISO 22301
- ☐ ISO 22320
- ☐ ISO 27001
- ☐ ISO 31000
- ☐ COSO ERM
- ☐ AS/NZS 4360
- ☐ OHSAS 18001
- ☐ Other (please specify)

The national legislation directs the safety and security as well as risk management of higher educational institutions. Please explain how?

Education Risk Management Survey

Strongly disagree

Disagree

No opinion

Agree

Strongly agree

The responsibilities of the safety and security work have been defined.	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>
Sufficient resources have been allocated to the safety and security work.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	
The management of the organization has assigned a person who is responsible for the safety and security management.	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>
The person responsible for the safety and security work reports directly to the senior management of the organization in safety and security related matters.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	
The management of the organization is committed to the safety and security objectives and their achievement.	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>
The management has assigned a safety and security department.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
The risk management of the organization is systematic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The risk management supports the operations of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The risk management takes stakeholders into account.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The risk assessment is conducted with the personnel on a regular basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The results of risk assessments are documented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The findings from the risk assessments are taken into consideration when setting objectives for the safety and security operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has procedures to oversee the effectiveness and execution of activities, which are based on the risk assessment findings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
The management of the organization reviews the functionality of the safety and security system at least once a year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security review procedures have been described.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The reviews made by the management of the organization are documented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal safety and security audits have been conducted in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External safety and security audits have been conducted in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security audits are part of other auditing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security audit procedures have been described.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The incidents found in the safety and security audits are actioned on immediately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The results of safety and security audits are communicated to the personnel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which safety and security audit criteria have been used in the organization?

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
In the organization, all the safety and security records and documents have been put together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security records and documentation takes into consideration the regulation and requirements set for the organization by the stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security records and documents are easily available to all personnel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security records and documents can be used to demonstrate that the level of safety and security introduction is high enough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The personnel of the organization are aware of the importance of compliance with the safety and security requirements and right ways of action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about where accidents have occurred are collected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization monitors near miss situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organization is using proactive measures. What kind of? (you may select more than one)

- ☐ Deviation monitoring
- ☐ Risk assessments result
- ☐ Auditing results
- ☐ Cleanliness and order index
- ☐ Safety training
- ☐ Exposures monitoring
- ☐ Staff rewards
- ☐ Reporting of dangerous situations
- ☐ Other (Please specify)

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
The organization has prepared for incidents.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The management of continuity has been implemented across the organization covering all processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has procedures to ensure that the performed protective and corrective safety and security measures are efficient and properly targeted.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's safety related training needs have been identified.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety training has been sufficient in the organization.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has procedures to ensure which level of safety training the employees require in order to do their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff possess sufficient skills for students' safety orientation and training.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The students' safety related orientation is documented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Education Risk Management Survey

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
The organization coordinates cooperation with the authorities and other stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation with the safety and security stakeholders has been practiced, for example, for a case of crisis situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agreements made with the subcontractors of purchased services are up to date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The subcontractors have been set safety and security requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety and security requirements set for the subcontractors are being monitored.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Damages that have occurred to subcontractors are recorded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has taken into consideration the internal communication and information responsibility in the case of crises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff are aware of the communication and information responsibility practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Have you cooperated with another higher educational institution in the safety and security matters? Which and what kind of cooperation?

A large, empty rectangular text box with a light gray background and a thin black border. It is positioned at the top of the page, below a solid black header bar.

How would you describe the current safety and security level of the organization?

A large, empty rectangular text box with a light gray background and a thin black border. It is positioned below the first question.

What are the main development needs of safety and security operations and risk management in your organization?

A large, empty rectangular text box with a light gray background and a thin black border. It is positioned below the second question.

Please feel free to give any feedback or other notes to the researcher.